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Proposed KIQ System for FY 1977

This proposal would revise the KIQ procedure to provide internal prioritization and would issue only a limited number of KIQs in a single year, to give special emphasis to certain questions. The procedures would provide a structured evaluation process. It would be understood that the purpose of the KIQ system was to highlight a few of the many priority questions facing intelligence for a period of special attention because of policy needs or perceived opportunity for better performance. The KIQs would not necessarily designate "super priority" issues.

Distinguishing Features

- IC Staff management.
- Limit the number of KIQs to at most 15.
- NIOs continue Strategy Reports for KIQs and annually assess the contribution of sources to KIQ fulfillment.
- General KIQ performance evaluation prepared by IC Staff.

Management

Under this option, management of the KIQ program would be the

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responsibility of the Office of Policy and Plans, IC Staff. The principal substantive support would be provided by the Office of Performance Evaluation and Improvement and the NIOs.

KIQ Formulation and Operating Strategy

KIQs would continue to be formulated by the NIOs in consultation with intelligence producers and consumers. The list would be issued annually by the DCI with the advice of the NFIB. Although repeats of previous years would be acceptable, care should be taken in drafting the list to reflect current intelligence and policy needs and those other areas of concern requiring special attention to improve Community performance. Removal from the list would not necessarily reflect a change in intelligence priority.

Selection of KIQs would be based on:

- general high policy concern in relation to some phase of the subject, e.g., MBFR, Yugoslavia succession;
- continuing inability to resolve an intelligence issue, e.g., missile accuracy, Soviet military expenditures; or
- a need to energize a new field of high policy interest, e.g., international trade policy, terrorism, Africa, etc.

All KIQs would receive the attention appropriate with the priority indicated in DCID 1/2. In providing special focus on the KIQs, no

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resources would be taken off other priority issues if such change affected the maintenance of satisfactory performance on those issues.

Strategy Reports

Following promulgation of the KIQs, the NIOs would prepare Strategy Reports through interagency forums. The IC Staff and the NIOs would be responsible to develop a more rigorous format for Strategy Reports to aid the performance evaluation program. KIQ Strategy Reports would focus on changes required to improve performance. They would be expected to initiate new or revised collection requirements and revised production plans or schedules and to specify experimental analytic projects where appropriate. Careful consultation with resource managers would be required at this stage.

KIQ Evaluation Procedures

The KIQ evaluation process would be part of a regular comprehensive evaluation of intelligence performance prepared by the IC Staff. Evaluations would be in two sections, each somewhat different in approach and purpose. The first section would evaluate performance against the KIQs. This evaluation would focus on progress toward the goals outlined in the KIQs,

noting achievements and deficiencies. The second section would focus on the general level of Community performance in response to continuing needs. All evaluations would be based upon the assessment of performance as seen by the intelligence producers, consumers, and the NIOs, and would contain recommendations for improving performance.

In preparing the performance evaluations:

- Producers would be asked to evaluate progress in terms of the utility of collected data, general satisfaction with collection performance and the comparative value of collection resources. They would also assess analytical progress generally, including new research, data base improvements, significant findings, and the creation of actionable intelligence.
- Consumer satisfaction would be assessed in terms of the responsiveness, quality, and timeliness of product and of ad hoc support.
- The NIOs would be asked to assess overall intelligence performance in relation to the responsibilities of the DCI on issues of national import. Performance data would be quantified for the KIQs as under the present system.